



**AMERICAN INSTITUTE OF MINING,
METALLURGICAL, AND PETROLEUM ENGINEERS**

ORAL HISTORY PROGRAM

Dave Kanagy: What Leadership Looks Like – Dedication to Industry & Community

PREFACE

The following oral history is the result of recorded interviews with Dave Kanagy conducted by Melissa Russell on January 20th, 2026. This interview is part of the AIME Oral History Program.

ABSTRACT

Dave Kanagy always knew he'd go far, but didn't know in what direction. Following in the footsteps of his father and grandfather, he attended the University of Maryland, where he earned his bachelor's degree in industrial technology education. He dreamed of being a teacher, but life had other plans. After earning his master's degree in industrial technology from Eastern Illinois University, he was recruited by the Fabricators and Manufacturers Association as a technical coordinator, which introduced him to the nonprofit sector. And the rest is history. Between 1997 and 2004, he served as the executive director of the Iron and Steel Society, creating stability during a period of great upheaval in the steel industry. In 2004, he became the executive director of the Society for Mining, Metallurgy & Exploration, beginning what would become one of the most influential careers in SME history. For 22 years, Dave Kanagy served the Society, stabilizing its finances, strengthening its board, growing its educational outreach, and modernizing it for the 21st century, all while working to improve benefits to Society members. He was integral in setting up the SME Registered Member Program, and also played a role in the development of OneMine, the vast online database. No matter what he's doing, whether it be pitching new ideas to the board, attending trade shows and SME conferences, or answering the questions of engineering students, Kanagy understands the importance of relationships and connection. As executive director, he felt a responsibility to the people under his leadership and to the members of the Society, always doing what he believed was best for them. One of his proudest achievements is the fact that he never had to lay anyone off at SME.

Readers are asked to bear in mind that they are reading a transcript of the spoken word, rather than written prose. The following transcript has been reviewed, edited, and approved by the narrator.

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00:00:14 Introduction

Russell:

Good morning. Today is January 20th, 2026, and we are here in Denver, Colorado, at SME (Society for Mining, Metallurgy & Exploration) headquarters. It is my pleasure and honor to be able to interview Dave Kanagy, our current Executive Director and CEO of SME. We're looking forward to talking to Dave today and learning more about his history with SME.

My name is Melissa Russell. I am the incoming executive director and CEO of SME, and this recording is part of AIME's (American Institute of Mining, Metallurgical, and Petroleum Engineers) Oral History Capture program.

00:00:49 How My Childhood in Martha's Vineyard Led to a Career in Mining

Kanagy:

Thank you. Melissa. First of all, I'd like to say congratulations to you on being selected as my replacement as the new executive director and CEO at SME. Your background in computers, science, and technology is going to be excellent for SME, and I think that SME has done a great job finding a replacement after my two decades here at the Society.

Welcome aboard and congratulations to you.

Russell:

Thanks, Dave. So let's just jump right in. We want to learn more about you, and we're going to start way at the beginning.

Kanagy:

Okay.

Russell:

Tell us all where you grew up.

Kanagy:

Well, I grew up on Martha's Vineyard Island. My father was the minister of the Baptist church on the island. I was there from about age three until about 16 or 17 or so. My last two years of high school, I spent in Montgomery County, Maryland, where my grandparents lived. My parents had moved down there to give them some assistance. So, I actually graduated from Montgomery Blair High School in Montgomery County.

It's amazing that, you know, you can grow up on Martha's Vineyard Island and still find a way into the mining industry in so many different ways. And more importantly, you find a way into the nonprofit community, which is less uncommon.

The island was a true Americana type, small-America type of town. Main Street was the grocery store, the pharmacy, the dry cleaners, the post office, etc. Today, it's a lot different on the island. The wealth has enhanced a lot of things that go on and driven a lot of those business services out of Main Street, but still today, it's still pretty small-town-ish for those that live there year-round. But it was a great experience growing up on the island and, to this day, my parents still own property there, and we're back there very regularly.

Russell:

Sounds like a great place to live. So, your connection to Maryland—that's why you ended up at the University of Maryland?

Kanagy:

Well, I ended up at the University of Maryland because my grandfather went to Maryland. My dad graduated from Maryland. I graduated from Maryland. So, there's a long legacy—

Kanagy:

—of University of Maryland graduates in our family. But more importantly, you know, people would talk with me, and they said, Dave, are you going to college? And I would say, my great-grandfather was a medical doctor, my grandfather had a PhD in chemistry, and my father had two master's degrees, one in divinity and one in social sciences. Did you think I'm not going to college?

Russell:

But you didn't go to college to be a minister, maybe—

Kanagy:

I've got some friends that joke a little bit with me about, you should have been a minister, Dave. But it is what it is. Life takes us in different directions. And I enjoyed my time at Maryland.

As I've said before, I would go back to college in a minute if I had the opportunity. I would never do high school again.

Russell:

Wow. So after Maryland, then you did your master's in Eastern Illinois [University]. Tell us a little bit about that.

Kanagy:

Yes, I did. First of all, I did my bachelor's degree in industrial technology education, and I thought what I would be doing for most of my life would be working with students, either high school or college, and teaching vocational skills like mechanical drawing, architectural drafting, woodworking, metalworking,

and other technologies, graphic arts, etc. And I was very much looking forward to it, to be honest with you.

I finished my undergraduate degree, and the department chair, Doctor Maley at the time, came to me and said, hey, how would you like to be a graduate assistant at Eastern Illinois University with Don Lauda (who was the dean there)?

Kanagy:

And I was like, hmm. I hadn't given it any thought, and I really wasn't that interested. I'd been going to school for a long time, and after 16 or 17 years of school, you're kind of interested in maybe making a few dollars. And so, that's really where I thought I was going to be headed. But then my mother got involved. And when my mother got involved, she said, you are to take that assistantship and get your master's degree. because if you earn a master's degree, nobody can ever take that away from you. And at the moment, I didn't know what she was talking about. But I did follow her advice, and I ended up accepting the graduate assistantship at Eastern and going out there and carrying the dean's briefcase for a year for the university.

Russell:

Wow.

Kanagy:

But I then continued in industrial technology at Eastern Illinois and got my master's degree in 1983.

00:06:24 Exciting Opportunities in the Nonprofit Space – Finding My Love of Trade Shows

Russell:

Awesome. And so, industrial engineering, and then you jumped into the nonprofit world. Was that something you planned or just happened?

Kanagy:

It just sort of happened. To be honest with you, I was teaching school in Winston-Salem, North Carolina, of all places, and I got a phone call from a headhunter who was looking for someone to work for the Fabricators and Manufacturers Association (FMA) as a technical coordinator. I listened to his pitch, and I talked to the executive director there at the time, interviewed, had some discussions, and thought, you know, this looks like a really good opportunity. And I had had a few challenges with the administration in Winston-Salem. So, I thought, you know, I think I will try this opportunity at FMA.

And so, my family and I, we uprooted and we moved to Rockford, Illinois, where FMA was located. And I started a ten-year career there at that point in nonprofit association management and enjoyed every single minute that I was there.

Russell:

That's really wonderful. You obviously enjoyed it so much you decided to stay in the nonprofit space. When did you decide, or did you decide, that you wanted to be an association executive?

Kanagy:

I was really unfamiliar with opportunities and careers in association management at the time. I was more or less following the use of my degree more than anything because FMA's membership base is primarily people who fabricate from flat stock sheet. And whether it's coil or flat sheet, etc., it's sheet metal that has to be shaped. And so, we did a lot of roll forming, coil processing, tube making, press brake manufacturing, where you're bending material to put in place in all types of applications. It spanned all industries, whether it was healthcare or construction—

Russell:

Okay.

Kanagy:

—or other things. The association covered a wide range.

We also had a show called Fabtech International, which we did with the Society of Manufacturing Engineers, the other SME. We got into doing this show, and I really enjoyed doing the technical content behind the show. And when I got involved in that, I really enjoyed it, to the point when I had been at FMA for about four months, I flew to Long Beach, California, and I spent three weeks out there because our show was a week move-in, the show itself was a week, and then there was a week of move-out for a big machine tool show. I'd never been to California in my life, and I could see there was an opportunity to go see the world, really. I ended up really starting to like it. I found a little bit of my place in life because I enjoyed talking to people about the technical aspects and seeing what the equipment would do or not do, and how important it was to our ability to have things in our life, working with these people and the products that they manufactured through the technology that we evolved at FMA.

Russell:

Sure. So trade shows. I love trade shows too. They're great, and they're kind of addictive, I think.

Kanagy:

Yes, there is something about trade shows that can be kind of addictive.

Russell:

Yes, I agree.

Kanagy:

Everybody who comes to a trade show is excited to see things and look at new equipment, new services, and products. When they start doing that, they get really excited. And I understand that, all the way to

today, I've been to MINExpo four, five, six times, and it's awesome to go and see the big equipment and the things that move material in the mining community.

Russell:

Yes, yes. I'm looking forward to it.

00:10:59 Cut from the Same Cloth – The Experiences & Challenges That Led Me to SME

Russell:

Did you have any mentors or people who influenced your career early on?

Kanagy:

I think there were probably two people who had the biggest influence in my professional career. John Nandzik was the executive director at FMA when I first arrived. He really set the motion in place. He made FMA really what it was. When I got to FMA, we had about ten people who worked there. When I left FMA ten years later, there were 75 people working there. So, there was tremendous growth. I've been around executive directors like him who are pretty entrepreneurial in character and looking for opportunities to provide value to members. I thought, those are some of the characteristics that I want to make sure I repeat in my career—

Russell:

Sure.

Kanagy:

—if I have the opportunity.

The second person is Don Sanford. I went to work for TSO, the Sanford Organization. It's an association management company where we managed four or five organizations. And in that four or five organizational management process, we managed some technical groups, and we managed some computer groups. In managing some of the technical ones, I was assigned to the Aluminum Extruders Council and was essentially acting as their executive director. When you work for an association management company, you kind of have two bosses. You have the owner who owns the company as your real boss, and then you have the board of directors for the organization that you're the liaison to, and trying to move forward. Most of the time, you can keep those groups aligned. But once in a while, there's a conflict there, and you've got to manage that conflict carefully.

Russell:

I can imagine.

Kanagy:

It becomes difficult.

Russell:

Yes. You were executive director of ISS (Iron and Steel Society), I believe, before you came to SME. So, tell us a little bit about your job there and what that was like, and how it may have prepared you for SME.

Kanagy:

It certainly was the entry point for me getting to SME—there was no doubt about that—because ISS is one of the four member societies of AIME. When I went to ISS, the Iron and Steel Society, I was their executive director. They had about 8,000 or 9,000 members. I'm confident it was a little shy of ten. And during my time there, I got the opportunity to manage the organization that looks a lot like SME; they had divisions, they had some sections, they had other various conferences and trade shows that they operated for the iron and steel industry.

And during that time period, between 1997 when I got to ISS and 2004 when I left, there was great upheaval in the steel industry because all the integrated steel manufacturers—I won't say all. Many of them went into bankruptcy. And when you're managing an organization where 70% of the businesses are in bankruptcy, there is no discretionary income—

Russell:

Yes.

Kanagy:

—and you really have to manage your organization carefully to get through the period of time. I can even remember a period where somebody had donated a large sum of money to the foundation, and they followed up with going into bankruptcy. And then, of course, the court system came back and clawed that money back from us.

Russell:

Wow.

Kanagy:

And it was a great day when we received the money. But it was a terrible day when they clawed it back from us. Even talking to our attorneys, they basically said, " You don't have any choice, Dave. You have to give it back.

Russell:

Wow.

Kanagy:

It was a great experience because there was a lot that I learned in the process of being their executive director. I started when I was 36 years old there, and had already spent 12-14 years in the association community. But in reality, there was a lot of things I was learning as the executive director—

Russell:

Sure.

Kanagy:

—along the way. Hopefully, many of those things I learned, I got to practice before I got to SME, and hopefully not repeat some of the same mistakes.

Russell:

Yes.

Kanagy:

The steel industry folks and the mining industry, we're all cut from the same cloth to a great extent. The steel industry works in a difficult environment; it's hot, it's cold, it's a rough industry in that the conditions are harsh, the equipment is large, it's somewhat dangerous. Safety is a critical component to manufacturing steel. Steel melts at 3,000 degrees, so you can only imagine how hot some of the operations were. You just had to be careful walking around a mill, on the converter line, especially.

Russell:

Right.

Kanagy:

00:16:47 Reflections and First Impressions of SME When I First Joined in 2004

Russell:

And I know that SME has changed a lot under your leadership, for the better. Tell us what SME was like. I'm really curious to know what it was like when you arrived in 2004.

Kanagy:

Well, I can tell you a few things, and I'll mention a story that happened. But when I came to SME, I knew three or four people because SME, ISS, TMS (The Minerals, Metals & Materials Society), and SPE (the Society of Petroleum Engineers) are the four member societies of AIME. And so, we'd have meetings a couple of times a year, so you'd get to meet a few people from the other societies. I had met Bob (Robert) Murray. I had met Jim (James) Boyd. I had met others who recognized the value of SME and recognized the importance.

Kanagy:

They were all about mining, to be honest with you, and I thought that was fascinating. Not to say that TMS people weren't about materials and SPE people weren't about petroleum, but at the end of the day, it was a very close group of people. And I thought that was really good.

Mike Karmis came along a couple of years later, and he and I got to know each other a little bit. And to be honest with you, in 2004, when SME was looking for a new executive director, Mike called me and said, Dave, would you consider applying? I said, yeah, I'll consider applying. And I did, and we went through the process, and they selected me to be their executive director at the time. I actually was hired when Tom (Thomas) O'Neil was president of the Society. But by the time I actually got here, Art (Arthur) Schweizer was the first president that I worked for.

00:18:56: Michael Karmis Comments – SME President in 2002

During my SME presidency of 2002, I also served as a board member of AIME, home of the four Member Societies: AIST, SME, SPE, and TMS. Each of these societies is represented on the AIME Board. And so, I had the opportunity during my tenure on the AIME Board to know and work not only with the presidents of the other societies but also with their executive directors.

The AIME at that time was faced with some major decisions. The most pressing issue was to change its headquarters location from the historic NY building, which the Institute occupied for years, and to select another home location. As AIME was also a part-owner of the old building, the distribution and use of the new funds from the sale was also a significant task.

At this time of difficult decisions, the presidents and the executive directors of the AIME societies spent enormous time and effort together to develop the best and impartial pathway for all members. It was then that I truly came to appreciate the wisdom, energy, and commitment of Dave Kanagy, then the executive director of AIST.

Moving on to 2003-2004, SME was looking for a new executive director. Past presidents were kept informed by the search committee on their progress, and I became aware of the difficulties in finding the ideal candidate for the position. I then suggested to some of the search committee members that I would be glad to nominate someone for the SME position that I think is perfect for what SME needs. So I called Dave, I explained the opportunity of SME, he asked many good questions, and then he agreed to submit an application. And the rest is history!

00:21:40: Jim Arnold Comments – SME President in 2007

The story of Dave Kanagy in SME is a very long one, but I'd like to focus on the early days. My story with Dave started with his predecessor, Gary Howell. Gary was one of the truly great guys I've met in our society. We were at an SME mini conference. We had lunch together. We told war stories, and we laughed a lot, but that was always the case with Gary. Later that afternoon, I got a call. Gary was dead. In a state of shock and sadness, we started our search for a successor. I was asked to head the search committee, and the committee was made up of one of the finest groups of people that I have ever worked with. They were competent, brilliant, opinionated, which I liked, which was important, and truly wise—a word rarely used and one that should be rarely used. Many members of that committee went on to become presidents of SME.

Gary had inherited an SME that was in trouble on many fronts. He made great strides in solving some of those problems, but much work still needed to be done, and all of the low-hanging fruit had already been picked. We needed a new executive director who knew his business, and every member of that committee was committed to finding that person. The search committee was a very rewarding committee to serve on, but it wasn't an easy committee to serve on. We had dozens of applicants to pick from, and there were very few people who weren't contenders in many ways. The applicant pool was deep, and it was wide. I, along with most of the members of the committee, got input from hundreds of people, most of them quite passionate about the preferred candidate.

Methodically, the committee started winnowing down the applicants. When we got down to about 40 people left, it got very hard. At 20, it got really, really hard. At that point, we were rejecting really impressive applicants. Even board members were quite passionate about some of the people rejected, but professionalism ruled. The committee got down to our final three candidates. We brought them in for an interview. We knew all three were superstars, and the final decision was going to be nearly impossible. It wasn't. After the interview and extensive research into all of the remaining candidates, Dave was selected. Pretty much by acclamation. I was pretty shocked at the committee's decision. Subjective decisions don't usually work that way. But we were confident in our decision to go with Dave. In the 20-plus years since Dave came to SME, he's proven every single day why we picked him. He's proven that he was the best choice.

00:25:08: Robert Freas Comments – SME President in 1994

I first met Dave Kanagy in 1993 when I was on the AIME board of directors, and Dave was the executive director of ISS. The interesting thing that happened at that time was that I got to know Dave while SME was going through a change of executive directors. The executive director immediately prior to my becoming president of SME was very ineffective, and Don (Donald) Gentry, my predecessor, and I had to fire him. Then we initiated a search for a new executive director and ended up with a fellow by the name of Gary Howell. Gary was an excellent ED. However, Gary only lasted for four or five years. Unfortunately, he had a massive heart attack at home and passed away. So, SME was back to looking for another executive director.

The key element here that I wanted to talk about was the fact that at AIME, Dave had a lot of history, and he had a fantastic working relationship with the TMS executive director. They were in the same office building at that time. After going through what we'd gone through at SME with a poor executive director, I was really impressed with how Dave functioned as an ED.

It was the first time that I had really encountered a man who was what I would call a collaborative leader. Dave knew how to work with not only a volunteer membership—with the management end of that volunteer group changing annually—he also worked with professionals like himself and Alex at TMS, and the others that were with the SPE at the time, etc. But at any rate, as I came on board, I was coming on board with a brand-new executive director who knew virtually nothing about AIME or SME, and Dave did a marvelous job of helping Gary along in terms of who AIME was, how the AIME interfaced with SME, and vice versa. As he [Dave] worked with him [Gary], I think he was coaching him as much as anything in terms of helping Gary get to know what needed to be done within the role of an executive director. This was Gary's first term at it. He'd come from a very large petroleum society, but he had been in a number two position, not a number one position. Then, as time went on, we got to the point where we needed an executive director again.

Jim Arnold, I believe, was on the search committee or chaired the search committee, and I made a recommendation to Jim that I thought Dave would be an ideal candidate to be the executive director at SME. As I look back at Dave's functioning as an SME ED and back to what my initial impression had been, more and more, I became aware that he is truly a collaborative leader. He has the skill set and personality not only to manage volunteers, but to also manage other executive people who have very strong personalities and positions. And that became critically important in terms of expanding SME's role, particularly in the foundation as it expanded and grew.

Kanagy:

When I first got here, it was easy to do the job in some regards, because Art and Tom and Barb (Barbara) Filas, who followed, and then Brij Moudgil, they all were on the same page, and that was very helpful to me. I want to emphasize that a lot, because having presidents be on the same page from year to year to year, following a strategy. At the time I came to SME, we had around 10,000 members, and they had lost members for 23 straight years, and we were down to our last \$4.5 million or thereabouts. We had about seven years' worth of money or seven years' worth of members left. I was 43 years old. And I was thinking, can I retire at 49? Because I don't think I can. So, at the end of the day, I said, I didn't know if we were going to run out of members first or run out of money first, but either way, this ship needs to be changed and turned around. The good news was that the leadership of SME knew that and understood that. We were all on the same page of what we had to do in order to turn the ship around. We were going to have to increase our revenues. We were going to have to reduce our costs where they can be reduced. And then, we're going to have to provide more value for the members so that people would want to be a member of the organization.

We had some good things happen to us after I got to SME as well. And when I look back today and think about the things that we had to do, there wasn't a silver bullet where we could just do one thing, and everything was fixed. It was a little bit of here and a little bit there, and cut these expenses, try this to promote, and add some revenue for the organization, etc. So, there was a sea change of attitude, I think, when I got here, because [in] the stories I heard, I could tell it didn't seem as if the organization in the past had all rallied around the causes that needed to be happening. And there wasn't enough of a crisis at that point to really say, hey, we got to fix things here. We got to change things here. It was just a matter of put your nose down and keep moving forward. And things did turn out well, of course.

Russell:

Sure. Well, the fact that when you started, you were already thinking, "I want to retire here", maybe you were predicting the future—just a lot further in the future.

Kanagy:

Yes. Retirement needed to be a lot further than age 49.

Russell:

But it says a lot for SME and for you that you've been here 22 years.

00:32:20 John Mansanti Comments – SME President in 2017

I met Dave when he joined the SME in 2004. It was a tough time for the organization. Through his leadership, cost management skills, and ability to work with the volunteer boards and the SME staff, he made SME what it is today.

I often envision Dave's role as a bit like Bill Murray's role in Groundhog Day. Dave would wake up on the Thursday morning of the annual meeting and be off and running again with a new SME president in tow. He would provide orientation, introduce the new president at the multitude of meetings, and manage the crescendo of events that would culminate in the next year's annual meeting, waking up on Thursday morning to do it all over again. As Dave's tenure grew, he became invaluable to SME. For presidents like me and others who came in during the middle or latter part of Dave's career, our greatest fear was that Dave might decide to retire during our presidential rotation.

When I became SME president in 2017, the Society had just lost a significant amount of money on the International Tunnelling Conference in San Francisco, and we all know Dave does not like losing money. SME membership was experiencing a continued decline, and it looked like we would be losing money, and we all know Dave does not like losing money. The two organizations that SME had acquired, the UCA and WAAIME, were not happy and were considering dissolving their agreements and walking away from SME. And on top of all that, Dave and I were staring down the barrel at an annual meeting in Minnesota, well outside the successful programming hubs of Denver, Salt Lake City, and Phoenix, and Dave did not like the idea of losing money.

Dave quickly resolved the issues with the tunneling conference. Within several months, he resolved the UCA's concerns, and they were back in the fold. WAAIME's issues were more difficult to resolve. Dave was a savvy administrator, and the WAAIME of 2026 is a vibrant, growing division of the SME, continuing to contribute hundreds of thousands of dollars in student scholarships each year. Through a series of cost-cutting and income growth, Dave worked through the financial dip and restored the health of the organization. Everyone loves a happy ending, and under Dave's guidance, the committed effort of the SME staff, the hospitality, and the support of the Minnesota sections, the 2018 annual meeting was a very successful meeting.

Margie and I have valued our relationship with Dave and Trish over the years, and we have been honored to watch Dave develop SME into the premier mining society. I especially appreciated Dave's patience, guidance, and companionship during my progression through the SME presidency. Our trips together were fun and harrowing at times. We had several spontaneous excursions while on the road. Not making the best first impression, I tested Dave's international diplomacy skills on our first trip together to PDAC. He had to rush me to a clinic in Toronto and get me safely back to the US, as I could barely stand up following a bout with vertigo. Despite three days of smoke from forest fires, the mid-year meeting in Butte was legendary. And finally, we learned it wasn't the weather we should have been worried about in Minnesota, but the quantity of alcohol consumed at the president's receptions. The past presidents can be a thirsty crowd, and subsequently, we had to change the open bar policy at the annual meetings.

Kanagy:

Let me stop. I want to say thank you to the staff. I can't get things done without a great staff. All I do is try to set a culture, try to set an environment where we can be successful. And from there, you've got to have the right people in the right seats. And we have had a lot of great staff here at SME. We have staff

that bring us meeting skills. We have staff that bring us writing skills. We have staff that bring us membership recruitment/marketing skills. We have staff that do IT and web development work, and accounting. We have different types of skills for different types of jobs at SME, and we have to bring all those skills together to have a successful organization, because every piece of that pie is important. And without one of those pieces, you can't have a complete organization.

Russell:

Right.

Kanagy:

I also really want to say thank you to the SME staff—the current ones that are here and the ones that have worked here previously while I've been here. Thank you.

Another quick analogy is when I first got to SME, one-third of the staff was age 60 or older, and I happened to mention to the board, I said, I think we're going to have some turnover at the Society. And they go, why, Dave? And I said, because when one-third of your staff is age 60, you know, Father Time is undefeated.

Russell:

Wow. Yes.

Kanagy:

So, these people aren't going to be here forever.

Russell:

Of course.

Kanagy:

There was some of that that happened pretty quickly. But we really grew because we were able to grow revenue. One thing that I really recognized when I first got to SME was that SME has some great products; the magazine was the most satisfying activity that the Society was involved in as an organization. We got better compliments and more satisfaction in our surveys from members about the magazine than any other thing that we did. Now, the advantage is that the magazine shows up on somebody's desk every month, so they see it. Our conferences are really well known, and they give the opportunity for people to give papers, display products and services, and our membership to gather together.

The one thing I would say to our young folks out there is, the number one benefit of being a member of SME early in your career is the opportunity to meet people and to expand your network, and the network is what's going to get you an opportunity in the future as things evolve in the industry. Because let's face it, we can always be in a situation where companies downsize, and you happen to be laid off, and you need another opportunity. Because when you're graduating from college, you're looking for a

career, you're not looking for a job. And if you can find that career and you want it and you demonstrate that, people will help you in this industry, and I compliment our members for their willingness to help young people be successful.

Russell:

Yes, that's fantastic.

00:39:42 Steve Gardner Comments – SME President in 2015

I was on the SME board in the early 2000s when a search for a new executive director started. The SME board consisted of 30 plus or minus members and could be very unwieldy. When Dave Kanagy came on board, I think we realized he was that take-charge personality, which was exactly what SME needed. SME was in financial trouble.

I don't remember who first said it, but many of us termed Dave as the "Energizer Bunny" as he charged up and down hallways from meeting to meeting. I had the opportunity to travel with Dave during my term as SME president in 2015, and then again over this last year as 2024 AIME president. We have some great memories of traveling around the country and the world. It was my privilege to get to know and work with Dave Kanagy and call him friend. He truly saved SME.

We also all remember what we affectionately called "Daveisms." Dave would have his favorite sayings for different situations. One, of course, was, "If you're not 10 minutes early, you're late for meetings." Or "Dave is not going to jail for SME." He had many others, which I'm sure we will hear over time.

00:41:19 Not Your Grandfather's SME – Big Changes During My Time as Executive Director

Russell:

And just in the short time I've been on board here, I've heard about some of the challenges you had in your tenure here at SME. But I know you've also implemented some really great changes, some new programs. Anything in particular that sticks out in your mind?

Kanagy:

Well, I think we have had a lot of change in the organization. In fact, I'm sure if you popped into SME today from 2004, you wouldn't even recognize the place, perhaps. One of the best compliments I ever heard was when we were at the opening session, maybe after I'd been at SME six, seven, eight years, and somebody that was sitting behind me at the opening session at our annual meeting commented to his friend, man, this isn't your grandfather's SME anymore.

Russell:

That's great.

Kanagy:

Yes, it was kind of fun to hear that comment. I said, okay, so some of the changes we're making, people are noticing.

Russell:

Yes.

Kanagy:

That was a backhanded compliment, and I really enjoyed hearing that. But I'll tell you, one of the first things that we did is, you know, [National Instrument] 43-101 [*Standards of Disclosure for Mineral Projects*], which is reserve reporting reports for Canada, that was brand spanking new. But in order to sign off on a 43-101, you had to be a member of a registered, recognized professional organization. And so, we created the Registered Member Program about one and a half to two years ago when I was at SME. That Registered Member Program actually has grown to be a pretty significant program for the Society. Today, all of our registered members are able to sign off on 43-101s. It is a very, very critical program in order to ensure that reserve reports are done by professionals, and they're done well, and they're done accurately.

Russell:

Yes.

Kanagy:

So that was one program I really enjoyed becoming a part of or helping to start. Another activity we got involved in was the development of OneMine.

Russell:

Yes.

Kanagy:

Technology was evolving. I think the idea really was that we had papers and books and other resources around the office. If somebody called the office and said, hey, I'd like to get Art Schweizer's paper that he wrote in 1991, in the July issue of *Mining Engineering* [*Magazine*], okay, no problem. How would you like us to send it to you? Do you want a PDF, or do you want us to copy it and put it in the mail to you? Or how would you like to get it? It wouldn't be a problem. But if they called and said, hey, I'm not sure who wrote this paper, but it's on gold deposits, and I think it was in the early 90s, but I'm not real sure, we would have no chance of finding that paper for the member.

Russell:

Right.

Kanagy:

So, the opportunity for members to come to a database, put in the characteristics and descriptives that they know, and lead them to not just maybe one paper, but multiple papers that the Society might have on a specific topic turned out to be a really good investment. But here's where I think the members and the staff worked really well together, because we formed a little committee with some volunteers and staff to put OneMine together. And so, we got there, and we started talking. And George Luxbacher, one of our past presidents, goes, Dave, this is a fantastic idea. This would be better if we were able to get all of the societies around the world to pool together and put all the material for the whole industry into a single database. I basically said, well, I don't disagree with you at all, George. I'm just not sure what the process is going to be to get that together. Well, 20 years later, it is all together, and we have 15 participating organizations in OneMine. We have over 2 million searchable pages with about 150,000 documents from all these societies around the world. And it's a fantastic tool for research. That turned out to be a really, really good benefit.

Russell:

Yes.

Kanagy:

And the implementation of it took a couple of years. Nothing gets done in a single year.

Russell:

No.

Kanagy:

I don't want to disappoint all of our past presidents, but nothing really gets done in one year. It's over multiple years. And that's why we have to have all the presidents all on the same page so that we're working towards really good outcomes for the society.

00:46:18 Will Wilkinson Comments – SME President in 2009

It is a pleasure to say a few words about David Kanagy and his tenure at SME. I was honored to serve on the search committee when SME was looking for a new executive director in 2003, and I must admit the committee hit a home run when it selected Dave. He came in with a clear focus on what the Society needed, mainly stabilizing its financial picture and growing the membership. Comparing our current membership numbers and financial assets with those when Dave took over, it is an amazing accomplishment. In addition, he launched many new membership benefits, including OneMine, merging MII and GEM to form the Mineral Education Coalition, and bringing WAAIME and the Underground Construction Association as divisions of SME, just to name a few.

I interacted with Dave over the years, serving on the board of directors, but it was not until I became SME president in 2009 that I really got to know him. During that year, we traveled together a lot, and I have really fond memories of those places we visited. We worked well together and became friends—a friendship that continues to this day and includes his wife, Trish.

I am sure others will include some "Daveisms," but two stand out to me: Dave will not go to jail for SME, and Dave did not like to have his photo taken with a glass in hand.

Another really good change for the organization was the addition of our governance. Again, about two years into being here, we downsized the board from 41 people—12 of the 41 were alternates, but we had 41 board members.

Russell:

That's a big board.

Kanagy:

So, we downsized it to eight voting members, plus a past president and myself. Years later, we realized the past president probably should have a vote, and nine is a good number. So, we did eventually give the past president a vote. But at the end of the day, that turned out to be a really good change, because if we hadn't made that change, I suspect adding the three divisions that we've added since I've been here would have been difficult, because each division would have gotten three more seats on the SME board, so now you'd be at 50 or more

Russell:

That's a big board.

Kanagy:

—The board's getting bigger and bigger.

Russell:

Yes.

Kanagy:

So, people would just say, we're not going to have any more divisions because we don't want to add any more people to the board.

Russell:

Right.

Kanagy:

But by downsizing our board and saying, hey, we're going to get the ten best people available, we took away that issue, and we added three divisions to the Society. One of the divisions is the Underground Construction Association (UCA) of SME. That division came because of the AUA merging into our society. We started with about 400 members, and I think to this day, UCA would recognize that that was a truly valuable change for them because they have about 2,000 members now.

Russell:

That's great.

Kanagy:

They've got multiple events per year, and they're bringing the tunneling community together. That tunneling community uses many of the same technologies that the mining industry uses underground.

Russell:

Right.

Kanagy:

Obviously, in the mining industry, we're going underground. We want to do it as low cost as possible. We're not trying to make anything fancy. And the underground community, of course, they're doing infrastructure work for transportation, and sewer water. And, of course, in transportation, they're making big, cavernous openings, and they're trying to make them look beautiful and get people to ride subways, etc. But, you know, they still have ventilation issues, they still have rock control, ground support issues, and things like that that we all deal with in the underground community—

Russell:

Sure.

Kanagy:

—whether it's a mine or whether it's a tunnel.

Russell:

Yes, absolutely.

Kanagy:

It was a great marriage, and I was really happy that all came together for the organization.

00:50:34 Hugh Miller Comments – SME President in 2019

It is a distinct honor to have this opportunity to provide some comments regarding the tremendous contributions Dave Kanagy has had on SME over his tenure as the executive director of the organization. When Dave took the helm of SME more than 20 years ago, the Society was facing significant economic and operational challenges that threatened its very existence. Capitalizing on Dave's unique managerial skill sets, his ability to connect and successfully interact with diverse constituencies, and his sheer hard work and persistent commitment to doing the right thing, Dave was able to quickly change the direction of SME and guide it to become the world's largest and most successful mining professional organization.

His exceptional leadership capabilities are founded on establishing personal relationships and facilitating constructive dialogue among a litany of opposing ideas and views. Perhaps one of Dave's greatest strengths was that he truly understood the role of an executive director in a volunteer organization dominated by professionals with diverse opinions and interests, and the need to foster shared objectives. He excelled at finding the common ground, looking at the big picture, the ability to engage people, and keeping the strategic direction of SME consistent with the needs and desires of the membership.

As the 2019 president of SME, I had the distinct privilege of spending a significant amount of time with Dave over several years and truly gained a deep respect for his outlook on life, the personal way he approached business and difficult decisions, and his devotion to his family and those with whom he worked. His wife, Trish, and her contributions in supporting Dave and SME have been monumental to Dave's success and that of SME.

00:52:36 A Day-One Win to Leading SME Through the Pandemic – Memorable Moments

Russell:

Yes. So you've mentioned a little bit about some of the past presidents, and you talked a little bit about the board. But I know you have lots of stories about your experiences with some of the volunteer leaders of the organization. Tell us a little bit about some of your more memorable experiences.

Kanagy:

Wow. Okay. Memorable experiences. Well, every year there's stories, and every year there's something that happens that is somewhat memorable. I can remember the very first day I was hired at SME. At that time, all of our divisions, our five divisions at that time, all had scholarship funds. And the policy at the Society was that they got the fixed income return on their scholarship fund, which was 2, 3, 4% each year. But overall, SME got the return on all of the equities and the overall return, and sometimes SME's overall return might be 10 or 12%.

Russell:

Right.

Kanagy:

I walked into a conversation the very first day I was at SME, where two individuals in a division were having a conversation about why they didn't get the 12% that SME probably got that year, and the fact that they were only getting 3 or 4%. They were discounting the fact that they never had a loss because, that year, SME might have had a 12% gain, but there's probably years where SME had a negative return just because the markets flow up and down a little bit. And so, I was listening to this conversation. It was getting rather heated. I'm standing next to Mike Karmis, who's practically the only person I knew in the Society at the time. And I said to Mike, I said, hey, do you want me to stop this conversation? He looks at me, and he goes, can you? And I said, yeah, no problem.

So, I walk up to the table, and I go, hey, I just have two quick questions for you. You know, you're talking about taking your money out of SME so you can get a better return. What 501(c)(3) organization are you

going to take your money to? Because you do know, by law, you'll have to put it into another 501(c)(3). Oh really? Oh, we hadn't thought about that, Dave. Okay.

Then my second question was, since SME owns all the money, you're going to have to go to the SME board and get them to approve to take your money. Do you think that they'll approve it? Oh, heck no. And so, that was the end of the conversation, and they moved on in the agenda. I walked back, and I stand next to Mike Karmis, and he goes, good job, Dave.

Russell:

That was a great start.

Kanagy:

That was kind of my memorable moment to the start at SME.

Russell:

Yes.

Kanagy:

And at the end of the day, what we really do is we came back and said, hey divisions, if you'd rather take the risk, high and low, move up and move down, I have no problem if you want to take that risk and—

Russell:

Sure.

Kanagy:

—go where the return is for the Society. Well, sure enough, the coal division at that time moved in that direction. And then, of course, the next year the market was turned down, and they were looking at a negative return for the year. And one of those two guys stood at the plate and said, Dave gave us this opportunity, we took it, and we have to go with the highs and the lows. So, there's nothing to discuss here. The SME return was -5% that year, or whatever it might have been. I don't even recall, but I know it was negative. And they stood up and accepted what risk they took.

Russell:

That's great.

Kanagy:

Overall, it worked out well for them because, over the years, they've had far greater returns. So that was very memorable in my mind.

Russell:

Yes, it sounds like it.

Kanagy:

Another memorable moment is, as many of our members know, we do a joint program with the Colorado Mining Association (CMA) every other year when our event is held in Denver. And before I was here, they had tried to work some things out, and it just didn't work. So there was some push by industry, really, to make sure that there's not a mining show the first week of February and the third week of February every other year in Denver that close together. And they said, hey, can you guys do something to try to work together? Stuart Sanderson was the president of the Colorado Mining Association at the time. And my feeling was, yes, I'll go talk to Stuart and see what we can work out. Stuart and I worked out a program where it was good for their organization, it was good for us, but most importantly, it was good for the industry. They came together and recognized, and I think they were actually delighted to see, that CMA and SME had figured out something to work together so that they wouldn't have to do a mining show back-to-back every other year in the Denver market.

That worked out well. We had a few detractors that thought, oh, this will never work. But at the end of the day, I think Stuart and I had a good enough relationship that we could work out any problem—

Russell:

Oh, that's awesome.

Kanagy:

—that was necessary to be worked on.

Russell:

That's great.

Kanagy:

In more recent years, we, of course, had to work through the pandemic while I was the executive director. There was no playbook for that.

Russell:

No.

Kanagy:

You were being bounced by the government here and there; you could be open, you had to be closed. We were asking employees to come back to work; we were sending them home again. And I would say SME was pretty aggressive in trying to get back to normal as much as we could. In recent years, our income is driven about 60% by our meetings. And of course, the meetings went completely away

Russell:

Right.

Kanagy:

So I would say the pandemic was a monumental but very memorable experience that we went through here at the Society more recently, in the last few years. The good news is SME's come out of the pandemic, and I see our numbers improving to the point where we have stronger numbers today than we had before the pandemic. So, I think that we were able to maintain our value for our membership, and on the backside of the pandemic, SME is a bigger, slightly better organization as a result.

00:59:45 The Changing Perspective on Mining and Its Effects on SME

Russell:

Yes. I count myself very lucky to be taking over a very healthy organization in a time in the industry that's pretty exciting. *Fast Company* magazine just put out an article that the job of the future is mining engineering. That's pretty exciting.

Kanagy:

Yes.

Russell:

But I know that you've seen other milestones in the industry over the course of your career here. Were there any in particular that you thought had the biggest impact on SME?

Kanagy:

Well, I think you're hitting on a terrific point right now, Melissa.

Russell:

Yes.

Kanagy:

Where we are today in the industry is an area where we haven't been in maybe five-eight decades. You have some partisan support for the mining community that I haven't seen, at least in my 22 years at the Society. You and I visited with Katie Sweeney at the National Mining Association a few weeks ago, and she's been there about 35 years, and she said she hadn't seen it in her career. So, that is significant that we are seeing these changes in the industry that we haven't seen. The good news is, I think, that the general public is finally starting to recognize the value of mining and the importance of it.

Russell:

Yes.

Kanagy:

We can't have anything in our lives that's not mined. Even if it's grown, it still has to be mined. I'll argue that those are metal tractors that are running around on farms and other places where we need to grow material. So at the end of the day, that is probably the major change that we as a society, SME, have not had any ability to have an effect on. It's just the transition of people's attitude towards the industry. And it's going to probably make our job a little bit easier moving forward. So, I'm appreciative of that. But we still have lots of outreach work to do for our industry.

The work that the SME Foundation and the work that the MEC (Minerals Education Coalition) does is critical to getting teachers to understand the importance of mining and how minerals affect our daily lives. Our MEC committee reaches teachers at conferences and activities so that we can share the story of mining, I think, is important so that those teachers can share the story, and hopefully the right story, with their students.

Russell:

Sure.

Kanagy:

And I hope that that's ultimately what we manage to do, because I think at the end of the day, that's critical to getting those people to understand that. And for *WIRED* magazine to say mining engineering is the job of the future, it couldn't come at a better time, as far as I'm concerned.

Russell:

Yes. It's amazing.

Kanagy:

It's great publicity for the industry. And maybe it'll fill the ranks of our mining engineering schools. Our mining engineering schools have been really important to me because in 1982, we had about 25 to 30 mining engineering schools. When I got to SME in 2004, we had 14 mining engineering schools. We did lose one, but we gained one. And so, we still have 14 today, and I'm taking full credit for it.

Russell:

You should.

Kanagy:

But really, there's opportunity. I think there's a couple more schools that are going to come back with mining engineering. There's a school that's going to come online with a brand-new program in mining. I think that you're going to see maybe 16-17 in your career here at SME, and I think that the industry can consume all of those graduates for quite a number of years because I think if you go and actually talk to

the companies that are actually mining, they're having a hard time finding people. As a result of not being able to have people, they haven't been able to work on some projects, and the production of their material is down a little bit as a result of not having people.

Russell:

Right.

01:04:16 Barb Arnold Comments – SME President in 2018

It's a great pleasure to add to the volume of well-wishes for Dave Kanagy as he retires as the SME executive director and to participate in his oral history. The outpouring of recognition by so many organizations over the past six months or so has been amazing.

Of course, I've known Dave and Trish—you get both—since Dave became our executive director. I was his 2018 president. [A] pin-carrying and wearing president. The president's pin was one of those things that you feared losing because you would face the wrath of Dave. Getting that pin was really a big deal. I don't think anyone really understands the impact until you become part of the group wearing the pin. And Dave had a lot to do with making the wearing of that pin important. Until the 2025 annual meeting, when Dave gave us all new pins at the past presidents' breakfast, seems that someone (who shall remain nameless here) lost their pin. So, Dave passed out the new pins with the individual year to each of us present. I'm just glad it wasn't me!

SME presidents travel a lot with Dave. They go to many cool places depending on the year. My big trip with Dave was to Moscow to bid on the International Mineral Processing Congress. He had been there previously with Nikhil [Trivedi], if I remember correctly, so he could find our way to Red Square for a few hours of sightseeing. Very cool. I think it was Jessica [Kogel] who logged the most miles for all the standard meetings that we attend. Where were mine? Three meetings in Canada and two more in Pittsburgh. Don't get me wrong, I love Pittsburgh. But I live 30 miles from downtown. I think Dave planned it that way!

SME presidents also sit beside the executive director for board meetings, mostly to keep each other in line. But don't sit us beside each other at dinners during speeches, or someone might have to shush us.

But for my first board meeting, I requested that everyone get one of the "Move Mining" t-shirts and wear it to the meeting to support our educational outreach activities. At the time, I had never seen Dave at an SME meeting—annual or mid-year—without at least a jacket and mostly with a tie. Dave showed up to the meeting in a "Move Mining" t-shirt. I was shocked. Without a jacket! He said he needed to do what his presidents requested. Really? We didn't have that much sway.

01:07:43 The Impact of Work on Personal Life & What I'm Looking Forward to in Retirement

Russell:

We've talked a lot about what you've done for SME and what a positive impact you've had on the organization and the work that you've done here. Tell us a little bit about how SME's impacted the rest of your life, your personal life, your family, and how they've been involved in SME. I know you have a

spouse who's been really integral in some of the programs at SME as well. And so, talk a little bit about how SME has impacted you.

Kanagy:

Well, on a personal level, I probably define myself through my job, and I'm not so sure that's something I should be proud about. But at the end of the day, my job and my personal life flow together pretty closely. My wife, Trish, she and I have spent a lot of time going to events and activities in the industry. And to be honest with you, I really like it when she's there because she can many times take care of entertaining people, spouses and partners, and guests.

Russell:

Right.

Kanagy:

And she's really good at it, because one thing about my wife is, everybody's included. So, she will reach out to anyone and everyone, and she's just got a fairly embracing personality. It has worked well, because while we're trying to do other things, the professional things that need to get done and have meetings and do those kinds of things, they're out visiting and doing things, and it works out. It really does work out well. I'm grateful for my wife being the supportive partner that she is, so that I can work on SME things, and she's not bored and waiting for when I'm coming home or waiting for me to get out of a meeting so we can go and have dinner or something like that. So, I think that's been good.

I will warn you now that there's 52 weekends in a year, and I'd say at least half of my weekends are impacted by SME either on Saturday or Sunday or both days. And I'm not talking about coming to the office and working on a Saturday or Sunday. I'm talking about having to be out at a meeting or be involved in some activity for the Society that's important.

Russell:

Right.

Kanagy:

When you want to be the executive director of SME—and that's very true for many associations [and] I don't think this is unique to SME—is that the executive director's time is consumed. And in my retirement, one thing I'm looking forward to is being in control of my own time again, instead of SME being in control of my time.

Russell:

Yes.

Kanagy:

And I really am looking forward to that. Although I sometimes wonder what I might be doing, I still am looking forward to being able to make those choices for my family and for my own self.

Russell:

And well earned.

01:11:04 First Impressions of AIME in 1997 – Is Every AIME Meeting Like This?

Russell:

So maybe we shift gears a little bit and talk about AIME.

Kanagy:

Okay.

Russell:

This is AIME's interview series. Talk about how you first became part of AIME, obviously, when you were at your position before SME. And then, kind of what was your first meeting like?

Kanagy:

As much as SME has evolved over the years, AIME has evolved as well. And AIME is much different today than it was 22 years ago when I first got to SME. And because I was part of AIME for the 6-7 years before I got to SME as well, I've seen nearly 30 years of change. I can tell you my very first meeting was December 16th, 1997. One of the reasons that I remember the date so well is that, at the time, the Iron and Steel Society and TMS shared a building together, and Alex (Alexander) Scott was the executive director of TMS. It was December of '97. And he goes, Dave, you want to ride up together? Because the AIME meeting was going to be in Cleveland, Ohio. I said, sure, why not? So, that's the point where Alex and I had a long time together, and we started to really bond over a lot of issues and a lot of things that were going on. But it was the day that one of our past presidents, Keith Brimacombe, at ISS—who happened to be the only other person that was president of both TMS and ISS—and I were going to meet for the first time. Well, what happened was, he didn't show up at the meeting. I didn't know what that was all about, and I didn't think a whole lot about it at the time because AIME was evolving. At my very first meeting, there was a bit of conversation, some of it rather interesting in that it was quite a forceful conversation about providing some funding to the societies so that we could use the money to provide some value to our members.

At the meeting prior to that, which I wasn't at because I wasn't at ISS at the time, the societies had actually turned in proposals for ways to use some funding to do a whole host of things, whether they were surveys or whether they were enhancing a product or another service to their members. AIME's board turned them all down. So, of course, the societies walked in, and they're fit to be tied a little bit. And so, there was this long conversation, and there was [some] fist pounding and things like that that went on at the meeting. So, I really walked in there, and I was like, what have I gotten myself into? I was like, holy cow. Len (Leonard) Nelson from ISS, who was our guy, was the president of AIME that year. And he was giving me the lowdown on some of the things that were going on.

Anyway, it was an interesting start to my career at AIME.

Russell:

Sure.

Kanagy:

It was a very interesting meeting ten days before Christmas that year. Alex and I drove back home that night on the 16th, and we kind of rehashed what had just happened. And I said, Alex, I'm a little bit stunned after what I just saw and went through and whatnot. Is every AIME meeting like this? And he goes, yeah, pretty much.

Russell:

Wow.

Kanagy:

Anyway, it has evolved to the point where, at that time, there was 12 trustees, three from each society, and today there's only eight trustees, and one of the trustees is the executive director, and only one elected volunteer member from each society, who they rotate through the office or position. And it's clear that the mission and purpose of AIME is to support the member societies.

Russell:

Sure.

Kanagy:

So, there's a more regular program now for AIME to provide some funding for activities to the member societies. I think that's well entrenched now, won't change going forward unless somebody comes up with a better idea. And so, at the end of the day, I think that AIME is in a better place than when I found it, and there's been a lot of evolution to get there through various sundry ways. But at the end of the day, AIME wants to help. AIME wants to make sure that there's not programs that hinder the organization.

Russell:

Right.

Kanagy:

And they want to make it a reasonable use of both the volunteers' and the executive directors' time

Russell:

Right.

01:16:39 The Real Purpose of AIME – Reflections on Its Past, Present & Future

Russell:

So, Dave, you've been involved in membership organizations your entire career, and AIME societies for a lot of it as well. So, how do you see the societies of AIME benefiting people in the industry today? Do you see it different than it was 30 years ago or the same? And what do you think some of the benefits are?

Kanagy:

Well, I think AIME is in a place today [where] they are doing what they can do to support the member societies, based on how the organizations evolved. You remember in 1957, they had that decentralization program where SME, TMS, and SPE were formed.

Russell:

Right.

Kanagy:

They had the three societies at that time. And ISS was formed in 1974 out of TMS. Then we had the four societies. And then ISS merged with AISE, and they formed AIST back in 2004. So, where we are today is significantly different from where they've been in the past.

Russell:

Sure.

Kanagy:

And I think going forward, there won't be more member societies in AIME, but I think that as a whole organization, AIME is trying to serve the extractive industries to a great extent. And they're doing, I think, as good a job as they could. I often wonder if the people that made the decision in 1957 were around today to see how AIME has evolved, would they still make the same decision today? If they want AIME to be a big and powerful organization that is going to do things on its own, they probably wouldn't make that decision. If they realize what they created and understand that AIME, as a parent organization to these other four member societies, is stronger, the four societies are stronger, have more members, and better focused activities—they would do it again.

Russell:

Yes.

Kanagy:

And of course, since I don't know any of the people that made the decision in 1957, it's difficult to determine what those decisions would be, but I kind of think they would look back and say it was the right thing to do.

Russell:

Yes.

Kanagy:

You have to accept that that decision was made to understand where we are today. And then you have to do what's best for AIME and the member societies all at the same time.

Russell:

Yes.

Kanagy:

And so, we're trying to answer to a couple of different masters and really represent them both well. I think going forward, we will continue to have AIME be a mechanism that supports the member societies, and the member societies will be the organizations that really are feet on the ground, serving the members, providing them with benefits and services, and ensuring that there's value in each one of these organizations, from a technical content point of view, whether it's conferences or magazines or book publishing or proceedings, and a host of other ways that we can publish.

I'm probably talking a little bit about ways of publishing in the past. And that's really a quickly evolving technology right now with electronic and digital publishing. I can remember—here's a quick story. I was at the Iron and Steel Society, and we had some members that said, everything's going to be on DVDs in the future; we have to take all of our content and put it on a DVD. And so, I kind of meekly raised my hand to say, okay, but what's the next technology after DVDs? Oh, there won't be another one, Dave. This is it. Everything needs to get on DVDs. And I said, I understand why you're saying that, and I'm maybe agreeing with you, but I'm not sure that that's the final technology where we're going to end up living permanently.

Russell:

Right.

Kanagy:

And of course, it hasn't been—you know, I can't even find a DVD player anywhere.

Russell:

That's a challenge.

Kanagy:

It's interesting working with people, and we're in our environments, and we know the technology and what's available to us, but who knows what's going to be available in five years or 25 years?

Russell:

Right.

Kanagy:

We just have to keep evolving and moving it along so that the future is just as important as the past, and that we bring value to future members of the organization.

01:21:52 Tom O'Neil Comments – SME President in 2003

Dave Kanagy and I go way back—to 2003. That was my presidential year at SME, and the Society was staggering a bit, primarily due to softness in the mining industry. We decided that new leadership was required, and, as to qualifications, two groups emerged. One group wanted industry experience and lobbying skills to focus on improving the Society's finances, and the other thought a seasoned professional from the ranks of society executives was needed. Fortunately, we got Dave Kanagy, who gave us the blocking and tackling we needed, but turned out to have substantial skills in industry relations and other external areas as well.

Now, as I look back to that year, the progress and success of SME in 2026 is nothing short of stunning. While this success is due to a great many dedicated members, behind it all was the steady hand of Dave Kanagy. Virtually every major Society initiative made great strides on Dave's watch. He always worked extremely well with the SME board of directors, occasionally bringing a needed dose of reality to some wild ideas under consideration, but always with sound reasoning and often with a bit of levity. Dave had strong opinions and wasn't shy about expressing them, another quality I liked. He was honest and straightforward—no hidden agendas with Dave. He made the board's job easier and was always good company besides.

Time constraints won't allow me to go on and recite his many achievements, so suffice to say that, under Dave's leadership, SME has become the leading voice for minerals professionals in the world. In my opinion, he has been one of the most consequential leaders in the history of the Society.

01:24:13 What I Always Tell Aspiring Engineers About SME

Russell:

Right. Speaking of future members, I know you talked to a lot of our members of SME, and having been here and having a 22-year tenure, what do you say to new graduates when you meet them? What do you tell them about SME? Why do you recommend SME to them?

Kanagy:

Well, I have had an opportunity to speak to a lot of students and a lot of student chapters.

Russell:

Right.

Kanagy:

You will have that opportunity as well. I think it's usually a very fun day to go and talk to these students, see the enthusiasm. The questions that students ask you are all over the place. Who should I go and work for? Who are the best companies in the industry? How do I get more involved in SME? How can I become the president of the Society?

Russell:

Right.

Kanagy:

Depending on what their interests are and what their next issue is at that moment in life, is what I think the questions generally are. Sometimes you get questions about grad school as well. What's the best mining engineering school? Questions that I refuse to answer.

Russell:

There aren't any bad ones.

Kanagy:

Right. Exactly. There aren't any bad ones. But when you're talking to students, I think you want them to recognize the value of SME and how important it is to their career, and how many friends that they can make. If you go and talk to members of the Society who have been around for 25, 35, 45 years, they go to the annual meeting every year just so they can see their friends again. We have the SME Foundation Gala Dinner on Sunday night, and it's the first night of the annual meeting. I think we should move it to another night, because everybody is seeing each other for the very first time in a year, and nobody will listen to the program because everybody wants to talk to their friends, find out how the year's gone, how's the family, and all those things. And rightfully so. I understand why they want to ask those questions and see their friends and spend a little time with them, because that network is really important to them. And to develop that network, you really have to attend the meetings and participate a lot. So, you want to encourage students [to do] that.

01:26:54 Michael Karmis Comments – SME President in 2002

One other memory to share is attending the world-famous PERUMIN Expo in Arequipa, Peru, in 2011. I was representing an academic group, the Society of Mining Professors (SOMP). An SME delegation, with Dave and a number of current and past SME presidents, was also present. All of us had misjudged the popularity of that conference, and we were amazed and disappointed to find out that all hotel rooms listed in the program were occupied. But thanks to our Peruvian friend Mario Cedron Lassus, we found a solution! We were allowed to stay at a monastery on the outskirts of the town. I did my best to have a good time in the rather monastic environment of the place and even had some pictures sitting on the

bishop's throne! However, I still remember Dave, and most others in his group, shivering and running in the hallways every morning after their cold-water showers!

The other thing that I like to talk to students about is, when you're going to a job interview, you're looking for an opportunity for yourself. And there are certain things you want to come away with. But also, talk about how are they going to support your career? How are they going to support your professional development activities? Ask them questions, because remember, you're interviewing them as much as they're interviewing you. And you're going to make a decision to go to company A or company B. And at the end of the day, you're going to want to have an opportunity to continue doing some things. And maintaining a career in the industry means maintaining a network.

Russell:

Yes.

Kanagy:

We need to coach students a little bit on some things that they probably need to bring up in the interview—

Russell:

Right.

Kanagy:

—and not be afraid to ask. The company will probably answer honestly. And whether you like the answer or you don't like the answer, but at least you know what you're walking into.

Russell:

Right. Of course.

Kanagy:

I think that is an opportunity for us to give a little direction to some students

Russell:

Sure. Yes.

01:30:45 Finding the Right People for the Job & Dealing with a Knowledge Gap

Russell:

So, in your opinion, what do you think that we can do at SME to attract people to our industry?

Kanagy:

Well, I think attracting people to our industry is maybe finding the people that fit into our industry best. If you're raised in New York City, and you're used to riding the subway every day and getting a cup of coffee at Starbucks on the corner, and going into the office building and sitting at a nice desk and working on your computer doing designs or other types of engineering work, the mining industry is going to be a tough road for you to hoe, because you're going to be in a much more remote situation, more likely. You're going to be in a situation where there isn't a Starbucks on the corner.

Russell:

Right.

Kanagy:

You have to make your own coffee. There's going to be things that you're going to have to change that you're not just going to be used to.

Russell:

Right.

Kanagy:

And it's not that it's right or wrong, it's just that they're just not used to that. I think it's about us trying to find the right people to put into the right situations. But there's technology changes that are happening in this industry that are phenomenal, with autonomy and trucks and drills and things like that. So, people are finding applications in the industry that are much different today than they were even 20 or 30 years ago. So as the industry evolves, we're going to do well in some of those areas. Maybe you can operate a haul truck from New York City. I don't know how that's going to work yet. And we may be a long, long, long way away from that.

Russell:

Maybe not.

Kanagy:

But perhaps someday that might happen. Finding those people, getting them excited about the industry, understanding how they're making a significant contribution to the community and to society, is really important. I tell the SME staff from time to time, look at what we're doing. They'll say, we're not saving lives, Dave. And I'll say, yes, we are. Because today, if you go into a hospital, look at how many things come from the mining industry, to the point where Trish was in the hospital a couple of years ago and she had just come out of an operation and she had probably 10-12 IVs going in and out of her and I picked up the plastic tube and I said, I don't know what the replacement for this little tube is right now, and how the petroleum industry and the mining industry would be different. She might not be with us.

Russell:

Right.

Kanagy:

And so, I thought, we really are making a contribution here. The stuff that's running in this tube is stuff that comes from some of the industrial minerals that are mined in this country or in the world. And that's critical for life. If we take a moment and think about it, the mining industry is participating and providing a big impact just in the medical community.

Russell:

Yes. Those who end up in this industry seem to be the ones who ask questions and want to know where things come from and why. That's been my experience in the short time I've been here. It's fascinating.

Kanagy:

I think you're right on. But I would also add that I think the life cycle of materials, there's just generally a lack of understanding in the general public about what does it take to have material.

Russell:

Right.

Kanagy:

I can remember one of my more memorable moments. I was on the Salt Lake City Industry Advisory Council back in the early 2010s or so. They had this gentleman come in from the convention center who was all excited talking about, we got a new compactor so we can take all the cardboard from boxes that come into trade shows and bind them up, and we get \$25 a bundle for them and save the environment, save the Earth. He was going on and on and on and on. And I said, whoa, whoa, whoa, stop, stop, stop. I can't take this. And I said, do you understand the process of this material that you've bought? And he goes, no. And I said, do you know what the temperature of steel is to make it melt? He goes, no. I said, 3000 degrees is a good estimate. And I go, do you know how much energy it takes to melt steel at 3000 degrees? No. I said, do you know where iron ore comes from in this country and what it takes to mine iron ore? No. So we're going down this road. And I said, look, what you did is a good thing, okay? There's nothing wrong with recycling cardboard.

Russell:

Right.

Kanagy:

But just don't get up in front of me and tell me you're saving the Earth, because you're a long ways away from that. And that's really when I realized, there's a lot of education that needs to go on so that the public will understand the process of materials and the life cycle that they've got to go through, and that not everything can be carbon-free.

Russell:

Right. We have to find a happy medium.

Kanagy:

Right. When 50% of your electricity generation comes from coal—and that's a great thing—at the end of the day, an electric vehicle is not carbon-free because you plug it in and 50% of the energy is coming from coal.

Russell:

Right.

Kanagy:

And the other 30-40% is probably coming from oil or gas.

Russell:

Right.

Kanagy:

So, for you to walk around with tags that say CO2-free, it really shows me that you don't understand the life cycle of these materials.

Russell:

Yes. Getting people more educated about that life cycle is going to be key, I think, moving into the future.

Kanagy:

And I think that's where SME can find a lot of success and outreach, and there's opportunities to educate people if they understand that they shouldn't make the decision not to buy an electric vehicle, in my opinion, but they should just understand it's not the end.

Russell:

Right.

Kanagy:

Look, every energy form has its issues.

Russell:

Right.

Kanagy:

Some big, some small. But at the end of the day, we have to have energy.

Russell:

Right. We do.

01:37:29 Making the Most of a Decision – The Best Aspect of My Career & How I Got Here

Russell:

So, talking a little bit more about your career—what has made SME meaningful to you? And maybe, what's been your favorite part of working here?

Kanagy:

My favorite part has really been the people.

Russell:

Okay.

Kanagy:

In a nonprofit group or any type of management association-type place, if you're not a people person or you can't be a people person, it's not the right place for you, because it is about the people. And I'll tell you this, after being here for 22 years, it's hard to walk in here and not know that I don't own this place, because I can make every decision that is necessary, and to a great extent, or else at least make the recommendation to the board. With really good decisions, the board has some input, and we make a really, really good decision for not only our members but our industry. But at the end of the day, sometimes I've got to remind myself [that] I don't own this place.

The people, both staff and members, have been a lot of fun to work with.

Russell:

Oh, that's great.

01:38:52 George Luxbacher Comments – SME President in 2008

I'm George Luxbacher, the 2008 SME president and 2012 and 2020 AIME president. In all those roles, I've had the pleasure of working closely with Dave Kanagy and, because of AIME, have probably been with him at more events than any other SME president. As a Legion of Honor member of SME with over 50 years of membership, I've known and worked with all the Society's executive directors since Claude Crowley. I've seen more growth and positive development in our society under Dave than all the other

executive directors put together. Dave's management and "people" skills, although a little loud at times, are unmatched—we were blessed to lure him away from the Iron and Steel Society (now AIST) and turn his multifaceted abilities toward the mining industry and our society.

Since AIME, the American Institute of Mining, Metallurgical, and Petroleum Engineers, was founded in 1871 by a small group of predominantly mining engineers, SME's legacy truly goes back over 155 years. Dave's commitment to both SME and AIME for the betterment of our profession has really shaped both organizations.

I was privileged to be with Dave on a trip to Peru in 2011 that SME organized to Arequipa for PERUMIN for a large group of SME past presidents and senior members (all of whom I believe later became SME presidents). While the trip had some issues, large and small, it exemplified the spirit of SME and fellowship, and it created a tremendous fellowship among a group from vastly different sectors within our industry.

As part of our AIME Board meetings, I've joined Dave in rafting the Snake River outside of Jackson Hole, went underground at the Cheyenne Mountain NORAD complex near Colorado Springs, golfed along with Drew Meyer and Mark Rubin (the SPE ED) at Pebble Beach, toured the polymetallic Pebble Project in Alaska, visited the government facilities at Las Alamos, walked the floor of a Canadian steel mill, boated to an artificial island created for oil drilling offshore of California, tramped through a bentonite mine in Nevada, and toured Yellowstone, following in the footsteps of Rossiter Raymond, a mining engineer who was one of the founders of AIME and whose near life-size image graces the SME lobby today.

Dave and I together had the opportunity to celebrate the 150th anniversary of AIME (and, as I mentioned earlier, SME) in 2021 at Wilkes-Barre, PA, unveiling a new plaque near the site of the first meeting, then a second plaque at Lehigh University near Bethlehem, PA.

Kanagy:

It's given me a lot of joy in knowing that at the end of the day, what we're doing here as an organization is impactful to other people and to other organizations. I think that our industry really understands that. And I think they are grateful for the Society and the elements that we have here. I'm not officially sure, but I think SME is the largest mining membership organization in the world. And at the end of the day, we need to make sure that we treat that responsibly and respectfully because we want people to recognize the value that SME brings to the mining community, but at the same time, we want to do it in a very humble type of position

Russell:

Sure.

Kanagy:

The SME Foundation—I always say we're going to be grateful for a nickel and we're going to be humble for a million. And we've had both ends of the spectrum at SME, and that's truly the way I want us to be as an organization, to work positively with other people and other organizations.

Russell:

That's awesome, Dave.

01:43:29 Tim Arnold Comments – SME President in 2016

My name is Tim Arnold, and I was the president of SME in 2016. Being the president of SME is a great honor, and I really didn't know what to expect for that year. What I did not expect was to become such a good friend of Dave Kanagy. Spending that much time with a person over a year, you really do get to know each other very well, and I've got to say that it was one of the most enjoyable years of my life.

Dave brings so much to SME. We were in a lot of trouble back before we brought Dave on. Between him and some of the great presidents that we've had in the past, we really brought SME out of some doldrums, and now, it's probably one of the strongest professional societies in the nation.

I think one of my favorite trips with Dave was to Washington, D.C. We had a few hours off, and we were able to walk through some of the memorials, and it was very touching. I've got to admit that between the both of us, we spent about a couple of hours out there and didn't say very much to each other because it was so impactful. Dave's a great patriot, and I could tell that those memorials affected him as much as they did me.

One of my favorite things to do with Dave is to trigger him. He's got that loud, booming voice. He's got the ability to get along with everyone. But man, if you ever get something that you know is under his skin, he gets very excited, and you hear that voice come out, and it's just a lot of fun. I'm not the only one who knows how to do that. There's a lot of people who love doing that.

But yes, Dave's greatest asset was his ability to work with others. You look at the variety of people within our society, especially the underground construction people who came in that are more urban-related, versus most of us in the mining industry who are very rural-related. Then all of the other societies that he works with and the other professional organizations, and all of them have a personality, and all of them think they're the most important person on the Earth, and Dave has had a way to be able to manage his way through all that and create a fantastic staff and manage a large staff very well. He's just a very well-liked and very well-loved person. I wish him the best in his retirement.

Russell:

So you've talked a lot about everything you've done, and I know there's a lot of staff and a lot of people in this industry who are really going to miss you. But [are] there any regrets? You have to ask that, right?

Kanagy:

Yes.

Russell:

When looking at your next chapter, do you have any regrets from this one? Anything you would have done differently, maybe, looking in hindsight?

Kanagy:

For me personally, I'm very grateful for the career I had, because when I turned the clock back to when I was at the University of Maryland, I certainly didn't say, I want to be the executive director of SME. In fact, when I was at Maryland, I didn't even know SME existed

Russell:

Right.

Kanagy:

It isn't one of those things where my goal in life was to be the executive director of SME. Opportunities came their way during my career.

Russell:

Sure.

Kanagy:

Do you pick opportunity A or do you pick opportunity B? And I picked it, and I made the most of it. Whether I look back and feel I made the right decision or the wrong decision, I don't have to worry about that.

Russell:

Right.

Kanagy:

I just want to make the best outcome for myself, my family, and for the organization that I'm working with at that time, to ensure that they get a good outcome, and I feel good about what we did. I feel fulfilled—

Russell:

Oh, good.

Kanagy:

—as I wind down my career here at SME. I'm happy with the things that we've done. If I look back at a few things over the years, I'm sure I'd find some things—oh, I wish I would have done it this way or that way.

Russell:

Right.

Kanagy:

But at the end of the day, it was done the way we thought was best at the time.

Russell:

Sure.

Kanagy:

And we took advantage of it. Many things worked out well. In fact, we had a past president that, for the first five years or so that I was here, he came to me and he goes, Dave, you know, every single thing you do, you hit a home run.

Russell:

Aw.

Kanagy:

And I said, well, I'm sure there's been a sloppy single.

Russell:

That's great.

Kanagy:

I mean, I really have felt that there's a lot of support from the members, a lot of support from the boards that I've worked with, and a lot of support from the past presidents that I've engaged with over the years. And so, it's been a meaningful experience to me.

Russell:

That's awesome.

Kanagy:

And I'm grateful for it.

01:49:08 Nikhil Trivedi Comments – SME President in 2010

I am very happy to say a few words for Dave Kanagy. I've known Dave for about 20 years, give or take, and I've enjoyed every moment I've spent with him. He is a very cordial individual, very courteous, at the same time focused on what he wants to accomplish, and accomplish he has a lot at SME.

For a person who did not have any formal education in mining or mineral processing, the amount of impact Dave Kanagy has had on the mining industry is far beyond imagination. He has steered this

society, SME, from [a] downward trend to where it is today—a very strong and vocal representative of the industry. I give Dave a lot of credit for that.

He has excelled at situational leadership and at strategic leadership. The amount of confidence that he has from the community, from the membership, from the industry, and from donors to the foundation is truly commendable. I am more than happy to say that Dave has been a friend, and I know that he and I will be friends for a long time.

01:50:40 Advice for the Incoming Executive Director of SME – Don't Be Afraid of Change

Russell:

So the most important question for me is what advice do you give me incoming into this role?

Kanagy:

So early in our conversation, Melissa, I mentioned John Nandzig was my first executive director I worked for as a staff person at FMA. As I said, he had an entrepreneurial type of mentality, and he really did grow the organization, and he's to be commended for that. But we had a habit of hiring and firing, hiring and firing, and hiring and firing; when the industry was doing well, we hired people, and as soon as the industry fell off and some of our activities weren't attended as well, or we couldn't sell as much advertising, etc., we'd get rid of some staff. And that was very disruptive to the organization. And of course, everybody's sitting on pins and needles. It was just something that I wasn't completely comfortable with. And I walked away, and I said, I never want to do that in my career.

And so, fast-forward to SME, I have never had to lay off at SME.

Russell:

That's great.

Kanagy:

And I know that there's a few staff that walk around here and complain that I won't hire fast enough. But I always remind them, I said, I've never had to lay anybody off either. And I want to build staff carefully and at a pace that we can sustain them, because the sustainability is really important to me, and I don't want to get too far ahead of the curve. I don't want to be too far behind it either. I'm not looking for everybody to work 100 hours a week or anything.

Russell:

Right.

Kanagy:

I look back, and I'm happy getting out of SME, saying I never had to lay anybody off in the 22 years I was here. So that's my first piece of advice.

Russell:

That's fantastic.

Kanagy:

Move carefully forward, because if there's a setback, you have to adjust for that setback. And adjusting for that—we have a responsibility to all of our people out here that they get a paycheck from us every two weeks. They want to raise their families and do things that we enjoy doing as well. So, that'd be my first advice.

The second advice is that I think that SME's going to evolve. Evolving means change. And change has happened since I've been here, and change will continue if SME is going to be a successful organization. And I think having you come into the organization is going to be good for SME. I wouldn't hesitate to suggest to you, you need to make the right change at the right time going forward.

Russell:

Well, you might have changed it, too.

Kanagy:

Right. Exactly. And how many decisions do you—I think they're going to be on the same page. I bet 90% of them probably. You can remind people of that, because there will probably be a little bit of, well, if Dave was here, we wouldn't be making this decision. Well, that's probably not true. If Dave was here, we'd be making a change, too. Maybe it wouldn't be exactly this change, but it would be a change.

Russell:

Yes.

Kanagy:

So I wish you the best. Finally, embrace the industry, embrace the people, because you're going to really enjoy it. And I think that if you work hard and demonstrate that to our members, they're going to respect you. And at the end of the day, I've heard you already say, a lot of people like you. And I said, I'm more interested in making sure that they respect me—

Russell:

Yes. That's true.

Kanagy:

—and understand that I'm looking out for their best interests, because their best interests are my best interests. When we go to the board, and we ask to do things, or we make a recommendation for something, I want to make sure the board understands, hey, I'm not coming in here making a recommendation for a stupid idea or a bad idea. I mean, why would I do that? My livelihood is based on

SME making good decisions and providing high value to our members. So, I'm not going to ever try to come in here and make a decision I think is a bad decision.

Russell:

Right.

Kanagy:

One thing we have to do, though—and sometimes it's difficult because we get married to our decisions—is pivot when we realize, oh, wait a minute, this isn't working like we wanted it to work. We need to pivot and make a different change. Stand up and be willing to make a pivot when we're headed in the wrong direction. I know you are going to be willing to do that. And I wish you absolutely the best success. I want to see the Society bigger and better in the future, and providing more value and having more people involved, more members involved, and seeing the staff enjoying the work that they're doing for the mining community.

02:01:11 Robert Freas Comments – SME President in 1994

Dave was in a position to network with corporate executives and bring people into the SME realm who were critical to SME's financial success, particularly in terms of the Foundation. He did that in a way that didn't offend anyone, and it easily could have, because there were some strong personalities involved. He knew enough to listen and ask questions of these corporate executives who had expectations. Because if they were going to contribute significant volume, amounts of money, they had certain expectations, and rightly so. Dave was able to take those expectations and present them to the SME board and the SME Foundation board in a manner that was not offensive or demanding but was rather collaborative. Hey, we can work with these executives, and we can accomplish these purposes. So he worked both sides of the equation very effectively. And I think it's unusual to find a person of Dave's personality and skill set that is able to make that connection between two different and varied types of groups and backgrounds and effectively run the organization he's responsible for without getting his own personality out in front. Dave was able to take a back seat and let others lead, while remaining firmly in control as the senior-most executive, serving as executive director of SME.

To that end, as I think over his tenure with SME, not only have we grown—we've grown in numbers, we've [grown] financially from being right on the brink of barely making it to being a very healthy organization—[but] in addition to that, we've increased our footprint both within the educational community and the corporate community. We have a collaborative relationship now as a society with a number of major mining organizations that have faith in us to provide a program for their executives that's worthwhile and present networking opportunities for them at the same time, as providing funds for our Foundation and many of the SME activities. So, my hat's off to Dave. Not only have I enjoyed my 30-plus years of knowledge of our friendship with David as a professional, but I also appreciate Dave's friendship as a person, and I will always count Dave as a close personal friend.

I think you've had an amazing career here. And it's been really interesting getting to know you over the last few months and hearing your stories and hearing about all the great decisions that you've made and the changes you've made and the progress that the organization has made with you at the helm. And I know that this will be a great contribution to the AIME video series. And so, thank you again for your willingness to share your stories with us today.

Kanagy:

My pleasure. Congratulations.

Russell:

Thank you, Dave.

Kanagy:

Thank you.

Jim Arnold:

Dave, thank you for all you have done for our society. You and I have traveled the world together, made big decisions together. I'll miss you. SME will miss you. But you've laid the groundwork for the future for our society. And we thank you for that.

If you're ever wandering North, you know that you two always have a place to stay. And I hope you enjoy yourself in your well-deserved retirement, my friend.

Tim Arnold:

I hope that we continue to see Dave on a regular basis, and I wish him and his family well. And I also wish the new executive director well and hope that she can fill those shoes. I'm sure she will. So thank you very much.

Hugh Miller:

As a friend and colleague, I am truly delighted to have had this opportunity to briefly expound on Dave's many contributions to the mining industry and the incredible success he has had in leading SME as an organization. Thank you.

Robert Freas:

Dave, as you retire, I wish you well, my friend. Best wishes and Godspeed.

Mike Karmis:

It was really a pleasure to give you some memories that I have from my association with Dave for all these years. I want to finish with another little quote that makes sense for him in this time. It is from another great philosopher, called something different, Jerry Seinfeld. And he said, my parents didn't want to move to Florida, but they turned 60, and that is the law. So basically, David is already in Florida, so he has complied with this law. The next thing that he has to do, though, is to do what somebody else said that I think is appropriate for that as well. He said when you retire, think that this is not the end of the road, but the beginning of the open highway. With that, my congratulations to David. I also have a place in Florida, so I can see him more often than most, and I'm looking forward to spending more time with him.

George Luxbacher:

I'm glad I had the opportunity to contribute to Dave's oral history and offer my sincere best wishes to Dave as he moves forward on the next phase of his life!

Will Wilkerson:

I wish Dave all the best in retirement and hope he and Trish enjoy it as much as I have. Thank you, Dave, for our friendship.

John Mansanti:

As they say in Butte, Tap 'er light, Dave! Thank you for everything, and enjoy a well-deserved retirement.